



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

OCT 24 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, ADMINISTRATION AND
MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Comprehensive Review of the Federal Government Response to
Hurricane Katrina

The Secretary of Defense has designated Paul McHale, Assistant Secretary of Defense for Homeland Defense, and Admiral Edmund Giambastiani, Jr., Vice Chairman, Joint Chiefs of Staff, as the Department's senior officials to lead the Department's participation in the Homeland Security Council-led comprehensive review of the Federal response to the events surrounding Hurricane Katrina (attachment 1). Admiral Giambastiani has further designated Rear Admiral Richard Mauldin, Director, Joint Staff J-7, as his representative.

To provide Departmental support for this review as well as oversight and coordination of post-Hurricane Katrina activities, I am establishing the DoD Hurricane Katrina Comprehensive Review Task Force under the joint leadership of Assistant Secretary McHale and Rear Admiral Mauldin. The Task Force will be the Department's focal point for all support provided to the Homeland Security Council. The Task Force will also oversee an internal DoD review, collating the results of Component lessons learned activities. Finally, the Task Force will coordinate DoD responses to inquiries from non-DoD entities and the Task Force leaders will be the sole release approval authority for these responses. The Task Force leaders may task the Military Department Secretaries and Component heads for information and support regarding all of these endeavors.

The Task Force will collect all relevant documents and compile them for both internal and non-DoD reviews. All Military Departments and DoD Components, in accordance with applicable laws, are to retain, preserve, and maintain all current and future records relating to Hurricane Katrina, resultant flooding, or their aftermath. The September 23, 2005, memorandum from the Assistant to the President for Homeland Security and Counterterrorism at

OSD 20663-05



attachment two comprehensively defines the categories of records to be preserved. The Task Force leaders are also the sole authorities for release of records as appropriate to the Congress as well as release and initial denial authority under the Freedom of Information Act.

The Task Force will require staffing from across the Department for approximately 179 days. The organizations identified at attachment three are requested to identify personnel available for detail to the Task Force by October 26, 2005. Personnel will be in-processed on the morning of October 28, 2005 at the Pentagon Unified Command Center, room ME 877.

OASD(HD) points of contact are Mr. Scott Rowell, Deputy Assistant Secretary of Defense, Strategy, Plans and Resources, (703) 692-5108, and Colonel Dave Rhodes (703) 602-5730 x170.

Attachments:
As stated



Andrew England
ACTING



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THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

SEP 22 2005

MEMORANDUM FOR HONORABLE ANDREW H. CARD, JR., ASSISTANT
TO THE PRESIDENT AND CHIEF OF STAFF

SUBJECT: Comprehensive Review of Federal Government Response to Hurricane
Katrina

Your memorandum of September 16, 2005 directed the Department to designate a senior official to participate in an HSC-led effort to determine "what went right, what went wrong, and lessons learned from a comprehensive review of the Federal response to the events surrounding Hurricane Katrina."

I jointly designate Paul McHale, Assistant Secretary of Defense for Homeland Defense, and Admiral Edmund P. Giambastiani, Jr., Vice Chairman, Joint Chiefs of Staff, as the Department's senior officials for this effort.

This effort will have a dedicated staff. It will incorporate relevant data and conclusions from our internal After Action Review, initiated by DoD during the very early phase of the Katrina response. To achieve a comprehensive review, we will incorporate interagency observations, internal Service reviews, lessons learned from past disasters, and assessments of mid- and long-term budget implications.



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THE WHITE HOUSE

WASHINGTON

September 23, 2005

MEMORANDUM FOR: SECRETARY OF STATE
SECRETARY OF THE TREASURY
SECRETARY OF DEFENSE
ATTORNEY GENERAL
SECRETARY OF THE INTERIOR
SECRETARY OF AGRICULTURE
SECRETARY OF COMMERCE
SECRETARY OF LABOR
SECRETARY OF HEALTH AND HUMAN SERVICES
SECRETARY OF HOUSING AND URBAN DEVELOPMENT
SECRETARY OF TRANSPORTATION
SECRETARY OF ENERGY
SECRETARY OF EDUCATION
SECRETARY OF VETERANS AFFAIRS
SECRETARY OF HOMELAND SECURITY
DIRECTOR OF THE OFFICE OF MANAGEMENT AND
BUDGET
U.S. TRADE REPRESENTATIVE
ADMINISTRATOR OF THE ENVIRONMENTAL
PROTECTION AGENCY
DIRECTOR OF THE OFFICE OF NATIONAL DRUG
CONTROL POLICY

FROM: // Original Signed //

FRANCES FRAGOS TOWNSEND
ASSISTANT TO THE PRESIDENT FOR HOMELAND
SECURITY AND COUNTERTERRORISM

CC: ANDREW H. CARD, JR.

SUBJECT: COMPREHENSIVE REVIEW OF FEDERAL GOVERNMENT
RESPONSE TO HURRICANE KATRINA; RETENTION OF
RECORDS

Following up on Secretary Card's Memorandum to you of September 16, in order to determine what went wrong, what went right, and lessons learned from the comprehensive review of the Federal response to Hurricane Katrina that the President has ordered, you are requested to ensure

osD 19240-05

that, until further notice and in accordance with applicable laws, your Department or Agency (1) retains, preserves, and maintains all records relating to Hurricane Katrina, resulting flooding, or their aftermath ("Records"), whether presently existing or created in the future, and (2) upon request, provides Records to the Homeland Security Council for review. For purposes of clarity, "Records" is meant in the broadest sense, and includes all documents, reports, writings, letters, memoranda, notes, communications (including e-mails, faxes, and telephone records, and all communications with other Federal Departments and Agencies, State and local governments, and private sector entities), contracts, agreements, schedules, spreadsheets, travel records, data, electronically stored information, audio and video recordings, computer disks and hard drives, drawings, graphs, charts, photographs, and all other records of any kind. "Records" includes, but is not limited to, all records required to be preserved pursuant to the Federal Records Act of 1950, as amended, 44 U.S.C. § 3101 et seq.

If you have any questions regarding any of the foregoing, please contact Associate Counsel John Mitnick (202-456-2607) in the Office of Counsel to the President.

Thank you in advance for your assistance.

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17 Oct 05//1100
POSITION SUMMARIES FOR DoD HURRICANE KATRINA
COMPREHENSIVE REVIEW TASK FORCE

<u>Organization</u>	<u>Title</u>	<u>Tasks</u>
OSD/JCS [OASD(HD) fill]	Director (1)	1. Mil-GO/Civ-SES with direct report to Principals (ASD (HD) and J-7) 2. Principal interface for coordinating White House/Congressional and Interagency actions 3. Prioritizes activities for the Staff Director
OSD/JCS [OASD(HD) fill]	Staff Director (1)	1. Mil-06/Civ GS-15 with direct report to Director 2. Responsible for assignment of tasking to Teams
OSD/JCS [Recommend: USA fill]	Executive Officer (1)	1. Mil-05/06, Civ 14/15 and report to Staff Director 2. Executes Calendar and taskings, drafts updates, and facilitates front office access
DoD OGC/DLSA [OGC or military Dept fill]	Lawyer (1)	1. Mil-05/06, Civ 14/15 and under the technical supervision of the DoD General Counsel, reports to the Director 2. FOIA and congressional releases 3. Responsible for obtaining and providing legal advice on Task Force issues
DoD-Wide [Recommend: JCS policy and JCS InfoMgt]	Chief (2)	1. Mil-06/Civ 15 and reports to Director 2. Manages team work flow 3. Provides immediate action to Principals & Director
DoD-Wide [Recommend: USAF, USN, USMC, JFCOM/JCOA and (optional) USCG]	Analysis AO's (4-5)	1. Mil-04/05, Civ 13/14/15 and report to Team Chief 2. Responsible for Task Force staffing actions
DoD-Wide [Recommend: LA]	Legislative Affairs AO (1)	1. Mil-04/05, Civ 13/14/1/5 and report to Director 2. Responsible for legislative affairs staffing actions
DoD-Wide [Recommend: PA]	Public Affairs AO (1)	1. Mil-04/05, Civ 13/14/15 and report to Director 2. Responsible for public affairs staffing actions
DoD-Wide [Recommend: WHS/FOIA (1)]	FOIA AO's (1)	1. Mil-05/06, Civ 14/15 and reports to Team Chief 2. Responsible for requests for information and staff adherence to FOIA rules and regulations
NGB [NGB fill]	Analysis AO (1)	1. Mil-05/06, Civ 14/15 and reports to Team Chief 2. NGB interface

PERSONNEL SUPPORT

for

DoD HURRICANE KATRINA COMPREHENSIVE REVIEW TASK FORCE

<u>Organization</u>	<u>Title</u>	<u>Grade</u>	<u>Total</u>
OSD/JCS	Director, Task Force	Mil - GO/Civ - SES	1
OSD/JCS	Staff Director	Mil - 06/Civ, GS-15	1
OSD/JCS	Executive Officer	Mil - 05/06, Civ - GS-14/15	1
OGC	Lawyer	Mil - 05/06, Civ - GS-14/15	1
OSD/JCS Sub-Total			4
DoD-Wide	Chief	Mil - 06, Civ, GS-15	2
DoD-Wide	Analysis Team Action Officers	Mil - 04/05, Civ - GS-13/14/15	4
DoD-Wide	Legislative Affairs Liaison Action Officer	Mil - 04/05, Civ - GS-13/14/15	1
DoD-Wide	Public Affairs Liaison Action Officer	Mil - 04/05, Civ - GS-13/14/15	1
DoD-Wide	FOIA Action Officers	Mil - 05/06, Civ - GS-14/15	1
DoD Wide Sub-Total			9
National Guard	Action Officer	Mil - 05/06	1
NGB Sub-Total			1
Grand Total			14
Coast Guard	Action Officer (optional - USCG decision)		1

Requirements:

1. DoD-wide staffing from across the Department
2. Clearance Level: Top Secret/SCI
3. Director and immediate task force to report directly to ASD(HD) through DASD(SP&R)
4. DoD/Interagency experience preferred
5. Operates from Unified Command Center, ME 877, Pentagon, Washington, D.C.
6. Strong experience/skill sets required - position summaries attached
7. Task Force requires 179-day staffing from date of Stand-up
8. Task Force stand-up date NLT: 21 October 2005
9. Recognized as a National Significant effort
10. Pay and Allowances non-reimbursable
11. Additional temporary FOIA staffing will come from DA&M (WHS) as required via request from Staff Director
12. Administrative and Document Control staff will be filled by ASD(HD) contracting office